

# Project Startup/Closeout Report

Presented to the IT Committee August 8, 2006

**Project Name:** Election Administration System (Central Voter File)

**Agency:** Secretary of State

**Business Unit/Program Area:** Elections Division

**Project Sponsor:** Al Jaeger, Secretary of State

**Project Managers:** Jim Silrum, Danette Odenbach

## Project Description

To comply with the statutory requirements for the state's chief election official, the Secretary of State's office has created and implemented an Election Management System (EMS) for the purpose of gathering, combining and providing election results from the state's 53 counties to the media, candidates and general public via the Secretary of State's website; and in accordance with the federal Help America Vote Act, contracted for and implemented a uniform statewide voting system to achieve both second-chance and ballot-accessible voting options. As a major part of the uniform voting system procurement, a software program known as Unity Online (UOL) was implemented to provide counties a more efficient venue for creating election definitions and managing ballot styles.

The Election Administration System (EAS) project will complete the Secretary of State's election improvement program by tying together under the umbrella of the PowerProfile EE (*PPEE*), the uniform election system, including the UOL program, and the State's EMS to provide one point of entry for precinct based election definitions. The EAS project will provide the state and all 53 counties a uniform and single administration tool, regardless of technological background, in order to more efficiently and effectively manage elections for the counties and the State of North Dakota.

The modules included within PowerProfile Enterprise Edition:

- Statewide Central Voter File
- Absentee Voting Management
- Public Service Reports
- Petition Management
- Polling Location Management
- Poll Worker Management
- Street File Management

This project will complete the transition to a statewide Enterprise Election System.

## Benefits to Be Achieved

Project Objectives	Measurement Description
<ul style="list-style-type: none"><li>• <b>Goal:</b> Enhance and complete North Dakota's statewide election administration system.<ul style="list-style-type: none"><li>○ <b>Objective:</b> Unify the wide variety of systems used for election administration within the state and counties, including UOL and EMS, by adding PPEE.</li></ul></li></ul>	Project to be completed by June 2008.
<ul style="list-style-type: none"><li>• <b>Goal:</b> Effectively convert data and standardize the data of North Dakota's 53 counties to a single uniform and centralized system. Preserve content</li></ul>	Have state's 53 counties' data conversion completed and consolidated in the statewide system by January 1, 2008.

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<p>integrity, standardization and provide meaningful data from the conversions.</p> <ul style="list-style-type: none"> <li>○ <b>Objective:</b> By adding PPEE to the statewide EAS, a single, statewide Central Voter File is created.</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Goal:</b> One voter, one record statewide. <ul style="list-style-type: none"> <li>○ <b>Objective:</b> Through the statewide use of PPEE, when a voter moves from county to county, or moves back and forth between various active and non-active status values, the core voter record is retained and all activity is recorded against one record eliminating duplicate records for the same individual.</li> </ul> </li> </ul>	<p>Through use of unique identifier for each voter, showing no duplicate records for the same individual when audit report feature of PPEE is run on statewide data.</p>
<ul style="list-style-type: none"> <li>• <b>Goal:</b> Train the state and 53 counties on the utilization of PPEE. <ul style="list-style-type: none"> <li>○ <b>Objective:</b> Training will be provided to the state and it's counties by the ES&amp;S PPEE training team. Training methods for each end-user will include web-ex, regional in-person, and manuals including step-by-step user instructions.</li> </ul> </li> </ul>	<p>All 53 counties will be trained on the use of PPEE by January 1, 2008.</p>
<ul style="list-style-type: none"> <li>• <b>Goal:</b> Accurate testing of the EAS prior to statewide implementation. <ul style="list-style-type: none"> <li>○ <b>Objective:</b> By using the elections scheduled during the 2006 election cycle as testing environments, solid testing environments will be utilized through which any project difficulties will be identified and resolved prior to statewide implementation.</li> </ul> </li> </ul>	<p>Using Cass County, the state's largest population jurisdiction, as a pilot, test the EAS off-the-shelf version during the June 2006 election. Adding additional volunteer counties to the early adopters, test the EAS customized version during the November 2006 election.</p>
<ul style="list-style-type: none"> <li>• <b>Goal:</b> Phased approach for statewide implementation. <ul style="list-style-type: none"> <li>○ <b>Objective:</b> Using the elections of 2006, counties will be phased in as part of a project implementation approach, identifying early users who can test and make suggestions before the statewide implementation for the June 2008 election.</li> </ul> </li> </ul>	<p>Cass County served as a pilot for the off-the-shelf version of PPEE during the June 2006 election. Additional volunteer counties will pilot PPEE as the EAS during the November 2006 election. (As of 8/8/06, early adopting counties include Cass, Richland, Sargent, Nelson, Grand Forks, Pembina, Barnes, Ward, Williams, Stark, Hettinger, and Billings, which represent a wide range of populations, technology implementation experience, and staffing.)</p>
<ul style="list-style-type: none"> <li>• <b>Goal:</b> Complete the project prior to the June 2008 Election. <ul style="list-style-type: none"> <li>○ <b>Objective:</b> The time between the start of the project and the June 2008 election provides ample time</li> </ul> </li> </ul>	<p>Have state and its 53 counties running live by January 1, 2008.</p>

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to complete this project on schedule.	
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Key Metrics		
Project Start Date	Estimated Length of Project	Estimated Cost
January 31, 2006	August 31, 2007	<b>\$1,523,574.00</b>

Key Constraints or Risks
<ul style="list-style-type: none"><li>• The two elections (2006 Primary and General) and associated election deadlines that will be used for testing as we move toward the project completion date prior to the June 2008 Election.</li><li>• The manual conversion efforts or data entry that will need to be accomplished at some level by all 53 of the state's counties – This effort is a critical part of the project that we will need to closely managed to keep the project on schedule.</li></ul>

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Project Objectives	Measurements	
	Met/ Not Met	Description
Unify the wide variety of systems used for election administration within the state and counties, including UOL and EMS, by adding PPEE.	Met	The PPEE system was successfully used for the June 2008 primary election by all counties and the state office.
By adding PPEE to the statewide EAS, a single, statewide Central Voter File is created.	Met	Data from the state's 53 counties were converted and brought onto the statewide system by June 1, 2007. This was ahead of the January 1, 2008 projection.
Through the statewide use of PPEE, when a voter moves from county to county, or moves back and forth between various active and non-active status values, the core voter record is retained and all activity is recorded against one record eliminating duplicate records for the same individual.	Met	Through the use of several functions within PPEE including a unique voter record number, duplicate checking and agency central interfaces the voter records are maintainable to ensure a one voter one record process.
Training will be provided to the state and it's counties by the ES&S PPEE training team. Training methods	Met	Initial training was completed for state users and all counties prior to going live on the PPEE system. Refresher training continues as needed.

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for each end-user will include web-ex, regional in-person, and manuals including step-by-step user instructions.		
By using the elections scheduled during the 2006 election cycle as testing environments, solid testing environments will be utilized through which any project difficulties will be identified and resolved prior to statewide implementation.	Met	Cass County and the early adopter counties used PPEE during the 2006 election cycle.
Using the elections of 2006, counties will be phased in as part of a project implementation approach, identifying early users who can test and make suggestions before the statewide implementation for the June 2008 election.	Met	
The time between the start of the project and the June 2008 election provides ample time to complete this project on schedule.	Met	

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Schedule Objectives			
Met/ Not Met	Scheduled Completion Date	Actual Completion Date	Variance
Not Met	August 31, 2007	June 10, 2008	

Budget Objectives			
Met/ Not Met	Baseline Budget	Actual Expenditures	Variance
Not Met	\$1,523,574.00	1,255,692.10	-18%

Major Scope Changes	
The scope of the project remained the same throughout the process.	

Lessons Learned
The major lesson learned during this project was the amount of management needed of the vendor. The delays in the project were the result on poor project management and personnel issues on the vendor side. These problems caused delays for the state in the implementation of the project. In the beginning issues were not escalated as quickly as they could have been to minimize the impact. The importance of the right personnel was also demonstrated through this project. The addition of Alexia Scott Morrison as the ES&S Project Manager and a Central Voter file staff member at NDSOS has improved the efficiency and productivity of the team over the past year.

Success Story
Jim Silrum stated it best that this was the tale of two projects. He says that during the first half of the project, the state was promised much and little was delivered. During the last half, they were promised much and much was delivered.